

Workforce Investment Act Local Plan Modification Program Year 2011-12

Local Workforce Investment Area (local area):

Name of Local Area: San Bernardino County

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AREA CODE PHONE NUMBER

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LOCAL PLAN MODIFICATION QUESTIONS

The Workforce Investment Act (WIA) gives states and Local Workforce Investment Areas (local areas) a unique opportunity to develop employment and training systems tailored specifically to state and local area needs. The local plan should represent a collaborative process among the Chief Elected Official (CEO) and the local system partners. This collaboration will create a shared understanding of the local area's workforce investment needs, a shared vision of how the local workforce investment system can be designed to meet those needs, and agreement on the key strategies to achieve this vision. Additionally, the local plan should reflect the current and future strategies of the local area. Please respond to each question by describing and assessing your local area's current and future strategies and identifying steps to implement and improve your service level or actions as appropriate.

1. Identify the workforce investment needs of businesses and job seekers in your local area. [WIA Section 118(b)(1)(a)]

On behalf of the County of San Bernardino Board of Supervisors (County), the San Bernardino County Local Workforce Investment Board (LWIB) administers and oversees WIA training and support programs that build the skills of the County's workforce and support local enterprise. The LWIB annually conducts strategic planning sessions to assess and review its successes and identify areas of need in order to develop short and long-term plans. The LWIA Strategic Plan aligns WIA services with the County Vision of creating a vibrant economy with a skilled workforce. The LWIB has identified and understands the workforce investment needs of businesses and job seekers and has implemented the following strategies that are consistent with the Governor's workforce development priorities.

Workforce Investment Needs of Businesses:

The San Bernardino County Workforce Investment Area will continue to enhance a system that has increased its ability to supply a competitive workforce for Inland Empire Businesses. In order to maximize future economic development and workforce investment strategies, the County has realigned several key departments to form the Economic Development Agency (EDA). The new agency spearheads the County's commitment to Community Development and Housing, Redevelopment, Economic Development, and Workforce Development.

In September 2010 the LWIB partnered with the Riverside County Economic Development Agency's Workforce Development Division and contracted with ERISS to provide an Inland Empire Labor Market Survey. The results from the industry cluster survey will lead to the development of sector based strategies identifying the occupations in demand. In addition to the Inland Empire Labor Market Survey, the LWIB has contracted with Monster Government Solutions to provide quarterly labor market research reports detailing the labor market supply and demand. Also, the LWIB has contracted with three consulting agencies to provide business consulting/lay-off aversion to businesses located within San Bernardino County. These partnerships and contracts will assist the LWIB in providing workforce

investment services to businesses.

In addition to the LWIB contracting with ERISS, Monster Government Solutions and three consulting firms; the LWIB has a Business Services Unit that has been providing workforce investment services to businesses since the inception of WIA. The LWIB has developed an experienced unit of Business Resource Specialists who initiate and follow-up on local business contacts to ensure that employer needs are being met. In addition to submitting employer names to the State as part of the WIA Customer Satisfaction Survey for Performance, the Business Services Unit has implemented an automatic notification system. An email is automatically sent to staff requesting follow-up with the business to determine if the department was able to meet their needs. The Business Services Unit has started using the software program Executive Pulse which is used to record business visits, requests for assistance and services provided. This enables the LWIB to track the number and type of services provided and the services most requested by businesses. The results are shared among Economic Development Agency departments, local One-Stop partners, and at the LWIB general meetings and subcommittee levels where recommendations on improving workforce investment business services are made and put into action.

Finding and keeping a productive and skilled workforce is critical to the continued success of the business community. Recognizing that business is a primary customer, the LWIB created and operates three Employments Resource Centers (ERCs) that are strategically located through out the County. Business services offered through the ERCs include the electronic posting of job openings, recruiting and screening of potential candidates to meet the business' hiring needs, job retention services to those individuals new to the workforce, workshops regarding labor issues for employers, the offering of on-the-job training and customized training programs.

Workforce Investment Needs of Job Seekers:

The LWIB has identified the workforce investment needs of job seekers and understands that the key to obtaining employment is the presence of employment skills necessary to perform on the job. These skills have typically been identified as "soft" skills such as those related to understanding the work culture, dress codes, ability to be punctual, communication and people skills. In addition, employers seek individuals who have demonstrated the ability to learn new information and possess the basic skills and education levels to meet the existing demands of the job. Careful monitoring of the rapidly changing needs of business and clear communication with industry is essential in order for the LWIB to ensure the supply of a qualified workforce. In addition, information gathered by Business Services Unit indicates that soft skills are as important as technical skills. Employers want employees who have a strong work ethic, can work together as a team, can solve problems and have good communications skills.

Job seekers of San Bernardino County also have the ability to visit the ERCs to help with their job search endeavors. The ERCs empower job seekers to become part of the workforce of today and the future by providing our customers with access to a wide range of information regarding demand occupations, the criteria for entry into specific jobs, training and education that prepares them for employment and/or career advancement opportunities, and direct access to employers. On July 1, 2008, the LWIB began the implementation of "Service Integration", as outlined in the California Integrated Delivery Initiative Local Planning Components submitted to the State in February 2008. All customers accessing the ERCs receive Integrated services that include assistance with job search and placement, information regarding the range of programs and services available to meet specific needs, information regarding community and partner services and resources, and information about training resources. Those who remain unemployed or underemployed receive services according to their individual needs.

The LWIB is committed to meeting the workforce investment needs of businesses and job seekers throughout San Bernardino County. The LWIB will further develop strategic partnerships in order to reduce the duplication of services between training programs in order to maximize and leverage multiple funding streams. In addition, the LWIB will work to identify gaps in the workforce investment system and will work to implement programs to fill those gaps, either solely or through collaborative programs. The LWIB will develop informational material so its members can consistently and effectively communicate the programs and services available through the local workforce investment system.

Effective workforce development will produce some of the best workers in the nation, making the LWIA a highly attractive place for business enterprise. Workers will have equity in opportunity and pathways for professional growth and advancement. The results of these efforts will have a positive impact on the quality of life within the LWIA by decreasing the numbers of individuals who are unemployed and underemployed, increasing the earning potential and standard of living for workers, and increasing the profitability of businesses by supplying them with a competent and competitive workforce.

2. What are the current and projected employment opportunities in your local area? [WIA Section 118(b)(1)(B) and California Unemployment Insurance Code (CUIC) Section 14221(a)]

San Bernardino and Riverside Counties, often referred to as the Inland Empire, are one of the hardest hit regions in the country's economic crisis given the high unemployment rate, poverty, declining construction industry, massive foreclosure rates, and it's unskilled, under-educated workforce.

The Inland Empire has a combined population of over 4.1 million residents and covers an area of nearly 28,000 square miles. According to the Kyser Center for

Economic Research, the San Bernardino County unemployment rate had escalated to a peak of 14.9% in July 2010; and according to the United States Census Bureau, the San Bernardino County unemployment rate was 13.7% in March 2011.

The official unemployment rate underestimates the stress in the labor force. Many workers have received pay cuts and unpaid furloughs. Some are working part-time even though they would prefer to work full-time. Many more are working at jobs far below their skills (e.g., an electrician frying burgers at a fast-food restaurant). Using the national adjustment factor, we estimate the County's "underemployment rate" to be over 23%.

As mentioned previously, the LWIB created partnerships and conducted an industry cluster survey to identify the demand occupations in the LWIA. With the assistance of the County's economist and examining labor market data, the LWIB identified the five highest demand industry sectors that will employ the largest number of individuals in the LWIA. By consulting regularly with a council of business leaders in each industry, the LWIB has effectively invested funds in training and educating a skilled workforce that will best serve the needs of employers. The highest demand sectors were identified as Healthcare, Aviation, Transportation and Logistics, Manufacturing, and Green Technology.

Healthcare

Healthcare embraces all the goods and services designed to promote health, including preventative, curative, and palliative interventions, whether directed to individuals or to populations.

Healthcare Employment opportunities in the LWIA include (but are not limited to) the following:

- Registered Nurses
- Dental Hygienists
- Cardiovascular Technologists and Technicians
- Radiologic Technologists and Technicians
- Pharmacy Technicians

Aviation

Aviation refers to activities involving inspection, performance, or supervisory maintenance, preventative maintenance, and the alternation of aircraft and aircraft systems.

Aviation Employment opportunities in the LWIA include (but are not limited to) the following:

- Airframe and Power Plant
- Aircraft Maintenance Technicians
- Electrical and Electronics Repairers
- Industrial Engineering Technicians
- Mechanical Engineering Technicians

Transportation and Logistics

Transportation and Logistics is the management of the flow of goods, information and other resources, including energy and people between point of origin and the point of consumption to meet the requirements of consumers.

Transportation and Logistics employment opportunities in the LWIA include (but are not limited to) the following:

- First-Line Supervisors/Managers, Laborers and Material Movers
- Truck Drivers, Heavy and Tractor-Trailer
- Transportation Inspectors
- Forklift Mechanics/Technicians
- Parts, Purchasing and Support Personnel

Advanced Manufacturing

Advanced Manufacturing refers to a range of human activity, from handcraft to high tech, but is most commonly applied to industrial production.

Manufacturing employment opportunities in the LWIA include (but are not limited to) the following:

- First-Line Supervisors/Managers of Production and Operating Workers
- Machinists
- Welders, Cutters, Solderers and Brazers
- Industrial Machinery Mechanics
- Millwrights

Green Technology

Green Technology refers to the application of the environmental sciences to conserve the natural environment and resources, and to curb the negative impacts of human involvement. Sustainable development is the core of environmental technologies.

Green Technology employment opportunities in the LWIA include (but are not limited to) the following:

- Weatherization Specialists
- Solar Photovoltaic Technicians
- Hybrid Vehicle Maintenance
- Water Conservation Specialists
- Leadership in Energy and Environmental Design (LEEDS)

3. Describe any significant changes in your local area resulting from the current economic downturn and any differences in the way services are being delivered.
[Title 20 Code of Federal Regulations (Title 20 CFR) Part 661.355]

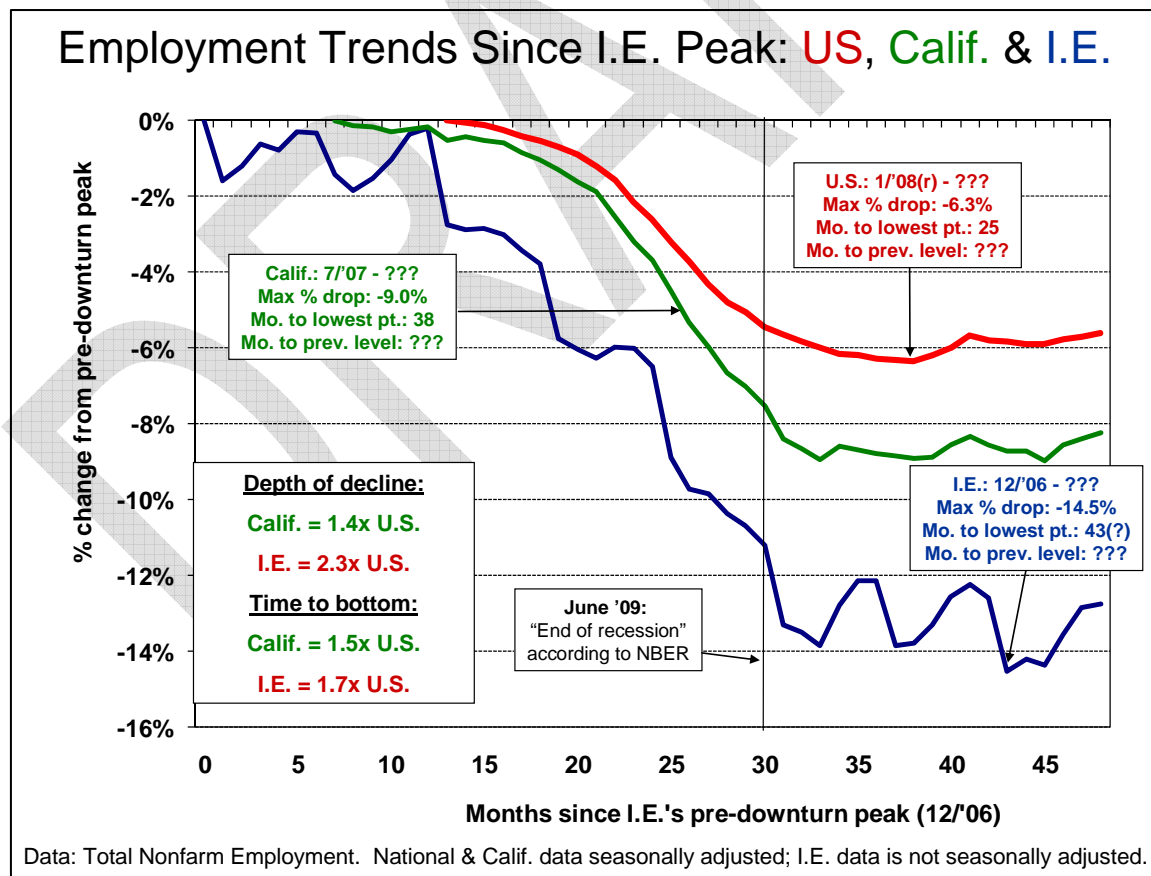
The economic downturn hit the LWIA much earlier and harder than the rest of the

country and the State of California. While the nation lost about 6% of its job base, and the State of California lost 9%, the LWIA lost over 14%, and the downturn started about one year before the national decline began.

The downturn is partly caused by the collapse of the housing sector, which was the most important job-creating engine in the region. People were flooding into the region in pursue of more affordable housing and homeownership. Now that the funding for housing has tightened, the region will likely not see a return to the boom times for a long time.

Mortgage defaults and foreclosures continue in the LWIA. Initially, the defaults came from mortgages with reset interest rates. Once home prices began to decline, then people with extremely upside-down mortgages began to walk. Today, most of those who abandon their homes for the above two reasons have done so already, but now the main causes of defaults are unemployment and lack of income.

The increase in defaults has many implications to the local economy beyond the homebuilding and real estate sectors. First, collateral spending on housing is way down.



Many furniture and home furnishing stores have taken big hits on their volume and many have closed. They leave behind many large, empty store fronts. Second, while many construction-related people are laid off, some have found work doing home

repairs of damaged properties. Those jobs tend to be less stable and people become more cautious about spending. Third, people with ruined credit have problem accessing credit for big purchases such as cars and houses, which are often the industries that help pull us out of a recession.

Other businesses feeling the pinch of the slowdown in sales and restricted access to capital have downsized drastically and quickly during this recession. And when business does pick up, many firms elect to hire temps instead of permanent workers because of the uncertainty about future economic conditions and costs of labor.

The combined results of all these factors are:

- Higher unemployment
- More temporary workers
- Unstable income

This translates into lower consumer confidence, and reduced spending potential and willingness. This will lead to slower economic recovery. With the employment decline at over 14%, a slow employment recovery will be very painful for the region.

The severity of this current economic downturn led to many business failures and drastic job losses across the board. The sudden and severe credit crunch was in part to blame. Many people who had never been previously unemployed got the pick slip. This was especially true for white-collar professionals and technical workers who thought their jobs were secure. As a result, the LWIB, which was systematically designed to serve less skilled, blue-collar workers, was somewhat unprepared to serve the skilled, white-collar, and even managerial professionals seeking help.

The LWIB responded by adjusting some of its programs. First, it now partners more with professional consultant firms to help avoid layoffs and help businesses grow and create jobs. The large number of unemployed and the limited hiring activity means that the traditional job placement efforts are insufficient. We have to reduce the influx of unemployed and help create new job opportunities in order to help solve the unemployment crisis.

Second, the LWIB purchased a license for a job-matching system that is especially useful for skilled, white-collar workers. By automating the matching of transferable skills, it can show jobseekers other potential occupations that they may already be good at. It can also show graduating college students the job opportunities that match their education background.

Third, the LWIB is now working with private institutions to increase the training capacity of skilled workers that are known to be in short supply. The LWIB supports a new machinist training school and is supporting an industry-led effort for an electronic technicians training center. These are occupations that have current and future job vacancies.

By monitoring the changes in the economy and getting real-time industry input on their

needs, the LWIB is able to adjust its operations quickly to achieve more effectiveness in its programs.

4. How is your local area serving Unemployment Insurance claimants? How is your local area supporting workers receiving benefits under the Trade Adjustment Assistance program? [WIA Section 121(b)(1)(B)(xii)]

Mandated basic labor exchange services as funded by the Works Project Administration (WPA) shall be provided by Workforce Services (WS) staff in a non-duplicative manner within the local system. This includes job development, job placement, re-employment services, labor market information, and other related activities as prescribed by the WPA.

On July 1, 2008, the LWIB began the implementation of "Service Integration". Under WIA, the WPA funded Employment Services program and the UI program have been integrated into the local system. Although UI claim filing will primarily be accomplished via the telephone through centralized call centers, or on EDD's website www.edd.ca.gov ("eApply4UI"), basic information about the UI program will be made available at all mandated public sector sites within the local system. This includes providing general information regarding UI claim filing at reception, customer intake areas and group activities as appropriate. The Workforce Services (WS) staff has been trained to assist clients requiring or preferring in-person services with specific UI program needs. In addition, customers inquiring or being considered for training and secondary education within the local system will be provided information regarding the UI California Training Benefits program.

5. What programs and funding streams support service delivery through the One-Stop Career Center (One-Stop) system? If applicable, what are the anticipated changes to those programs or funding streams? [WIA Section 121(b)(1)(B)]

The LWIB has sought funding from every available program, funding stream, and partnership to better serve our customers. Through Memorandums Of Understandings (MOU) and Resource Sharing Agreements (RSA) with One-Stop Partners, customers entering the ERCs will have the following programs and funding streams available to them: Adult, Dislocated Worker, Youth Services, Unemployment Insurance, Wagner-Peyser, Veterans Programs, Adult Education, Postsecondary Vocational Education, Vocational Rehabilitation, Title V of the Older Americans Act, Job Corps, Trade Adjustment and NAFTA Transitional Adjustment Assistance, Community Services Block Grant, Family Self Sufficiency activities under HUD, and other appropriate federal, state and/or local programs. All services will be blended to ensure universal access.

Each mandated partner agency will provide services through the ERCs. The focus will be to provide Integrated services to job seekers and employers. The One-Stop partners will also provide referrals to partners outside of the One-Stop system.

Due to the passing of HR 1473 on April 14, 2011, WIA formula funded programs are receiving a projected 10% cut. Although it is not clear how much of a reduction in funding will occur, the LWIB is anticipating up to a 20% decrease in FY 2011/12. Although the cuts to formula funding are significant, the government has reinforced that the local workforce system is the primary delivery mechanism for workforce funding.

To address the budget cuts to WIA formula funding and ensure maximum continued service delivery, the LWIB is receiving funding from partnerships with colleges and other counties to provide additional training in green technologies that will assist in leveraging resources. The County has also directly applied for, or is partnering with other agencies to secure additional grant funding for the Veterans Employment Related Assistance Program FY 2010/11, Enhanced Transitional Jobs Demonstration Application, the Civic Justice Corp Grants Serving Juvenile Offenders Program, the Trade Assistance and Adjustment Act Grant and the Green Jobs Innovation Fund Grant.

6. Are each of the required WIA partners included in your One-Stop delivery system? If a required partner is not involved, explain the reason. [WIA Section 117(b)(2)(A)]

All required WIA partners are included in the LWIA One-Stop delivery system.

7. Describe how your local area's WIA funds are used to leverage other federal, state, local, and private resources. How do these coordinated resources lead to a more effective local system that expands the involvement of business, employers and individuals? [WIA Section 112(b)(10) and 121(c)(2)(A)(ii)]

The LWIB has been successful in leveraging WIA Formula Allocation funds by obtaining \$12,108,608 in Non-WIA federal, State and private sector funding. These additional funds have been used in conjunction with WIA Formula Allocation funds to expand services to local businesses, juvenile offender and adult offender programs, Cal WORKS customers, and Older Americans.

Private sector matching funds were obtained in the amount of \$2,234,413. These funds allowed the LWIB to increase Rapid Response and Lay-off Aversion services and create customized training programs to upgrade the skills of employees of local businesses. Specialized trainings were created in which employers provided space, equipment and paid a share of the training costs. Monies received also allowed the LWIB to increase our on-the-job training component.

Additionally, State funding was received in the form of AB 118 (\$49,000), California Department of Corrections and Rehabilitation, Division of Juvenile Justice (\$96,914) and Proposition 172 (\$130,916). The LWIB was able to utilize AB 118 funds for the Regional Industry Clusters of Opportunity Grant, which has allowed us to identify current and emerging industries within the LWIA. Monies received through the California Department of Corrections and Rehabilitation, Division of Juvenile Justice, allowed the LWIB to hire a full time Career Counselor to work exclusively with juvenile offenders. Under this program the counselor provides assessments, career

counseling, case management services, employment services workshops, job development and placement assistance exclusively to juvenile offenders. Proposition 172 funds, which support the Inmate Rehabilitation through Occupational and Academic Development Systems (INROADS) program, were utilized to provide a dedicated Career Counselor to provide vocational education and prepare inmates for employment by providing job search workshops, career counseling and coordinating job fairs.

Lastly, TANF Welfare-to-Work funding, in the amount of \$571,350, was obtained which provided the means to hire one full time Career Counselor to work solely with Cal WORKS customers. The LWIB was also able to secure \$13,200 in Older American Act funding which provided sixty customers with job placement assessments.

8. Describe and assess how the services provided by each of the One-Stop partners are coordinated and made available in your local One-Stop system. [WIA Section 118(b)(2) and Section 121 (c)(2) and CUIA Section 14221 (a) and (b)]

The LWIB and the local WIA partners have in place a MOU which describes the provision of services that are offered in the ERCs, satellite offices and the Victorville Workforce Services office. All local WIA partners are physically or electronically linked. In addition, the linkage with partners is enhanced via the use of technology, including the Internet. All local WIA partners are very proactive in disseminating information through quarterly partner meetings.

The LWIB also has Resource Sharing Agreements (RSA) between the participating One-Stop partners in the ERCs. The RSA identifies shared costs and proportionately distributes operational costs among each participating partner. All participating partners have signed the Resource Sharing Agreement. A new RSA is currently being developed for future Program Years and will be amended as needed.

The ERCs' staff is responsible for greeting businesses and job seekers at a reception desk and obtaining basic information from the customer. Customers are given information regarding the service aspects of the ERCs.

- Job seeker customers are required to complete registration and enrollment packets as they enter the ERC. Once officially enrolled they will be able to participate in all Integrated job seeker services. Customers are given information on eligibility requirements and a menu of the ERCs' monthly activities. Customers are also instructed on the use of the ERCs' rules and regulations, computer usage, job orders, fax machines, copier and phones. The ERCs also have disability and assistive technology, and the availability of disability advisor assistance. Customers are also encouraged to attend an informative orientation in order to be advised of all of job seeker and job search services that are available. Any customer seeking vocational training is screened and assessed prior to attending training in a demand field.

- Business customers are referred initially to Business Services Specialists who are trained to work with businesses. The specialist interviews the business representative to determine the need, which could range from immediate job openings, customized training, on-the-job training, or a need with the help of screening potential candidates. Businesses can also receive and research information regarding licensing, permitting, financing, etc. Other local WIA partners are involved depending on which partner can deliver the services that are most appropriate to meet the business' need. Hiring needs are met directly by the ERCs via use of Job Placement staff, an internet based job match system, and customized recruitments as needed.
9. Local boards are required to review and assess the eligibility of One-Stop operations annually. What criteria does your local board use to review One-Stop operator agreements in your local area? Include a copy of your local policy as an attachment to this document. [CUIC Section 14206(d)]
- The Chief elected official and the LWIB has designated the Department of Workforce Development (WDD) as the One-Stop operator for the LWIA, and program operations are administered out of the ERCs. The ERCs are monitored annually to assess that their One-Stop operations are surpassing WIA requirements.
10. Describe and assess how your local board ensures continuous improvement of eligible providers of services through the One-Stop system. How does your local board ensure that such providers meet the employment needs of local employers and participants? [WIA Section 118(b)(2)(A)]

Continuous Improvement of Eligible Providers

The LWIB utilizes the County's competitive Request for Proposal (RFP) bidding process when selecting service providers. Specific benchmarks which meet the current needs of local employers are listed as requirements with each RFP. Providers are evaluated and measured by their specific outcomes and attainment of the specific benchmarks. Additionally, as per our LWIB Policy No. 2 (R 6), we only use only those providers who have been selected as Eligible Training Providers of Services (ETPL). If an entity provides vocational skills training in a demand sector and is not on the ETPL we will work with that entity in processing their application.

The administrative entity of the LWIB monitors each service provider for delivery of services, compliance with regulations, maintenance of fiscal records and program management. A report of findings is provided that identifies corrective actions to be taken if necessary. Performance outcomes derived from the training completions are collected through the State Job Training Automation system and the local Virtual One-Stop system www.csb-win.org. Upon implementation of the Subsequent Eligibility requirements, the information provided by the service provider will be compared with internal performance data as provided by the One-Stop system. With the establishment of demand driven occupation sectors as the basis for prioritizing the delivery of Integrated training services, the return on the training dollar

investment will be achieved when the newly trained job seeker is placed in a career pathway that will ultimately result in wages that will provide self-sufficiency.

Providers Meet the Employment Needs of Local Employers and Participants

The LWIB has identified high-growth, demand-driven employment sectors which have documented shortages in skilled workers within the LWIA. Through the ERCs, priorities are established for Integrated training services in the various career pathways of these demand occupations.

One-Stop staff provides the customer with information of projected wages that can be realized from the occupations that will lead to a level of self-sufficiency based upon the cost of living within the area. Partnerships with various industry councils and local community colleges are maintained to collect the most current information regarding employer needs for entry level and skilled workers. This information is translated into specialized curricula and customized training courses to meet the specific needs of the industry. Both the needs of the employers and the job seekers will be met through timely response to the demand-driven sectors within the LWIA.

11. The State has been granted eight waivers through June 30, 2011, which directly affect how local areas may serve adults, dislocated workers, and incumbent workers. List each of the waivers your local area is currently using and describe how each waiver used has impacted the services provided to these customer groups. Indicate which waivers will be used in your local area in the future and how each will be utilized. [WIA Section 189(i)(4)(B) and WSD10-10]

On June 30, 2010, the DOL granted California approval of its request to extend its Strategic State Plan, six existing waivers, and two new waivers through June 30, 2011. The LWIA has benefited from five of the eight waivers granted by the DOL and intends to use a sixth if the DOL extends the State's current waivers. The use of the waivers has increased training and employment opportunity in the LWIA during the tough economic times.

1. **Eligibility of Training Providers**

The LWIB uses the waiver because it encourages broader participation on the ETPL and helps the LWIB quickly respond to local businesses and job seeker needs.

2. **Common Measures**

This waiver is utilized so that the LWIB is consistent with the other LWIA in California.

3. **Use of Local Funds for Incumbent Worker Training Activities**

This waiver is utilized so that the LWIB is responsive to business needs, helps businesses become competitive in the marketplace, enable businesses to retain employees and/or expand business. The LWIB is hoping that DOL extends the

State's request to extend the waiver because unemployment in the LWIA is among the highest in the State. The waiver will help retain businesses in the risky fragile economic environment.

4. Customized Training

This waiver is utilized to help LWIB businesses wanting to expand or improve their business processes in the tough economic times. The waiver ensures the training needs of employees by assisting business with the cost of training and helps them remain competitive.

5. Increase in Employer Reimbursements for On-the-Job Training

On-the-Job Training is a great opportunity for businesses to hire and train new workers. The LWIB uses this waiver with local businesses that have less than 50 workers and no Human Resource personnel. On-the-Job training saves businesses money while the business brings workers to their desired productivity level. The LWIB is hoping that DOL extends the State's request to extend the waiver because unemployment in the LWIA is among the highest in the State. The waiver will help the LWIB with incentives to offer to businesses to encourage them to hire low/unskilled workers and/or dislocated workers with no previous industry experience.

Use of Rapid Response Funds to Conduct Incumbent Worker Training Activities

The LWIB is hoping that DOL extends the State's request to extend the waiver because unemployment in the LWIA is among the highest in the State. The waiver will help the LWIB with incentives to offer to businesses to conduct incumbent worker training activities to upgrade the skills of their workforce to utilize new technology that will increase the businesses' efficiency and ability to compete more effectively in the global economy.

Paid or Unpaid Work Experience and Internships for WIA Adults and Dislocated Workers

For Program Year 2011-12 the LWIB will be adding paid and unpaid Work Experience and Internships for WIA adults and dislocated workers. The Work Experiences or Internships will be short-term and/or part-time work assignments with a public or not-for profit agency or in the form of an internship with a private or for profit business.

12. How does your local area administer Individual Training Accounts (ITA)? [WIA Section 134(d)(4)(G)] Include any limitations you impose on ITAs established in your area. If your local board is providing training services that are made as exceptions to the ITA process, describe the process you used to procure and justify these exceptions. In addition, include your local board's policy addressing the amount and duration of ITAs based on market rate for local training programs. [CUIC Section 14206(h)]

On September 8, 2008, the LWIB approved an ITA policy that addresses cost and

duration limitations. The limitations on amount and duration takes into consideration the Individual Employment Plan, the availability of outside funding sources in the local area, not simply available WIA funds, and the value of such training in contributing to the competitiveness of local businesses that may be “at-risk” or may be expanding.

The LWIB has determined that there are limited funds available within the LWIA, and has set forth the following local criteria for WIA ITA and Vocational Training:

- Annually the LWIB commissions a study of economic indicators within the County of San Bernardino to determine the occupations in demand by local employers. From this study the LWIB establishes a list of demand occupations for the fiscal year from which WIA customers will be encouraged to use in selection of careers and/or vocational training/ITA programs.
- WDD staff identifies and guides WIA customers who qualify for training services to an appropriate training provider and program from the ETPL that will lead them to self-sufficiency as identified by the Self-Sufficiency Standard for California.
- Priority for training must be in the LWIB established demand occupations in the local or regional area.
- Training is limited to residents of the County of San Bernardino, excluding individuals residing within the boundaries of the incorporated City of San Bernardino.
- Training must result in opportunities for employment that leads to self-sufficiency.
- Use of Pell Grants or other resources is required, if available, to offset WIA training costs.
- With the exception of Customized, On-the-job Training (OJT) and Special Funded training (e.g., 15% Governor’s WIA Discretionary Funds), all training will be provided through a voucher payment system as an Individual Training Account (ITA), which is set up for each WIA customer, signed and accepted by the customer and the selected training provider and executed by the WDD Director, Deputy Director or his/her designee.
- Referral to a training program will be made only if supported by the individual’s assessment results, by the Individual Employment Plan, and by a review of local labor market information.
- ITAs issued to attend a training agency outside of San Bernardino, Riverside, Orange and Los Angeles Counties will require the approval of a San Bernardino County Department of Workforce Development (WDD) Deputy Director. For those areas outside of those previously mentioned counties, training must be in a demand occupation locally or the participant must be willing to relocate to that area(s).
- Ordinarily, ITAs will not be issued for a program of training services which exceeds twenty-four (24) months. Exceptions to the maximum duration of an ITA may be approved by the Deputy Director and/or Director on a case by case basis.

- ITAs over \$7,500 require the approval of the WDD Director. In all cases, ITAs are paid when the individual reaches specified benchmarks.
- Senate Bill (SB) 293 amended UI Code 14206(h) requiring Local Workforce Investment Boards to develop local policy on the amount and duration of Individual funded supportive service payments require a review of the individual's need for supportive services and will be made in accordance with local policies and procedures.

13. Sector strategies are state policies that promote regional partnerships of employers, educators, workforce developers, and other stakeholders that address the skills needs of critical industries in a region. The California Workforce Investment Board has adopted a sector strategies approach to assist local areas in developing their workforce solutions. Describe and assess your efforts to plan/implement sector strategies, develop regional partnerships, or target industries that are important in the local area or region. Describe what changes may be necessary to improve these regional strategies and partnerships. [CUIC Section 15001(a)(6)]

The LWIB has identified five industry sectors to focus on for training. These sectors were identified through industry surveys, labor market information from the State and from ERISS and Monster Government Solutions. The LWIA also utilizes the Business Services Unit to work with businesses to identify employer's training needs. The Business Services staff works with over 2,500 businesses throughout the LWIA. All of this information helps the LWIB to develop classroom and On-the-Job training programs.

14. Describe how your local board utilizes the principles of sector strategies to identify employer needs and guide training efforts to meet those needs. [CUIC Section 15001(a)(6)]

The goal of the LWIB is to ensure that training meets the current and future needs of the local workforce and is within reach of every citizen in the LWIA. Through the efforts of its subcommittees and Youth Council, the LWIB has sought out leaders in education (K-12), community colleges, adult education and local universities along with local business leaders to create partnerships that will effectively meet this challenge. Recent partnerships between the LWIB, business and the local community colleges have led to the creation of several customized training programs geared toward either enhancing the skills of incumbent workers or preparing job seekers for entry level positions in demand industry sectors that were identified by the LWIB. In addition, the LWIB targets demand occupations and career ladders within local demand industry sectors that lead County residents to self-sufficiency. These occupations or career ladders are made available to all One-Stop partners and to participating education, community and faith-based organizations via the Internet.

The LWIB's goal for this coming year is to maintain existing partnerships and

develop new ones that enhance and promote access to lifelong learning. Maintaining the partnership with Alliance for Education is essential to the former. Alliance for Education is a partnership between business, labor, government and education to align common goals in order to produce an educated and skilled community. The goals are:

- All students and adult learners will have access to learning opportunities to strengthen math, literacy, critical thinking and employability skills.
- Increase family and community members' value of and involvement in education.
- Increase graduation from high school and completion of post-high school education and training

This year we are working with the Alliance for Education on developing a new work availability matrix. This matrix assists in identifying clusters of employment opportunities from various industries. It also provides the LWIB with information on the availability of the current workforce for the particular occupations. Lastly, the matrix identifies training sites if additional workforce is needed. This matrix allows business, government and education to find all needed data in one site.

Existing collaborations between the LWIB, local business and the community colleges, which leverage public and private funding for customized training programs in various manufacturing specialties, will continue through the Program Year with the expectation that new training ventures will begin in the near future.

15. California's Green Collar Jobs Act of 2008 was passed to address the State's green economy and the increasing demand for a highly skilled and well-trained green collar workforce. How does your local area recognize opportunities to prepare workers for "green jobs" related to other sources of federal funding? [CUIC Section 15000]

Given the growing interest in and need for information about "green jobs", the LWIB with Chaffey Community College, Barstow Community College, San Bernardino Community College District, California Conservation Corps, Regional Occupational Program's, United States Green Building Council, Uncommon Good, and Victor Valley Community College created the San Bernardino County Workforce Collaborative (Collaborative) in July 2009 to address and define "green jobs".

The framework of the Collaborative identifies the foundational and operational elements required for serving the needs of the workforce system and its customers. It is designed to promote the development of new and existing "green jobs", and hasten widespread employment in "green jobs" that cross several industry sectors. The industry sectors were indentified through collaboration between representatives from Riverside and San Bernardino County's Economic Development Agencies, Workforce Development Department, California Community colleges and the California Employment Development Department.

Another avenue that is utilized for recognizing opportunities to prepare workers for “green job’s is by having WDD staff attend various green events/meetings/collaborations throughout the state of California in order to keep abreast of the most current information about the newly emerging green economy. WDD is a member of California’s GREEN Workforce Coalition that was spearheaded by Robert Mejia of the South Bay Workforce Investment Board. The Coalition is comprised of employers, organized labor, government entities, public utilities, green industry experts, and job seekers. Coalition meetings are held monthly and are focused on green employment and green industry issues of concern. WDD sees the advantage of the bringing together all of the green industry experts and now has in place, the California’s GREEN Workforce Coalition of San Bernardino County. It is this sort of widespread awareness that helps WDD and the LWIB to prepare and identify other sources of funding for workers for “green jobs”.

16. What rapid response assistance is available to dislocated workers and employers? Who provides this assistance? [WIA Section 118(b)(4) and (5)]

The LWIB participates in statewide activities as well as local regional round table meetings to ensure that the LWIB has current information on Rapid Response activities. The LWIB adjust goals and objectives for Rapid Response services as required. A joint WDD/EDD task force provides Rapid Response services. In the LWIA, the LWIB has given responsibility of Rapid Response services to the Business Services Unit which organizes and monitors activities and reports on services conducted.

Also, representatives of the Rapid Response Team provide layoff aversion technical assistance to businesses by providing the following services:

- Representatives meet with businesses that have indicated difficulties and a need to layoff workers. The representative helps to determine if assistance/early intervention can prevent the layoff.
- If assistance to business cannot prevent a layoff, orientations to inform laid off workers of assistance available to them are scheduled.
- During orientations, surveys are conducted with affected employees to determine individual needs.
- A determination of the need for emergency/financial assistance is made.
- There is communication with the workers and local press as desired.
- Those employees involved in a layoff or closure tied to NAFTA are given information regarding benefits available through TAA/ATAA and company/Employees are provided instruction on petitioning with the State.

Lastly, representatives of the Rapid Response Team conduct follow-up to provide additional assistance, such as:

- Reviewing and analyzing returned employee surveys.
- Dissemination all pertinent information, including data collected on demand occupations, successful training, and analyzing local labor market conditions.

17. Layoff aversion activities are a critical component of rapid response. Please describe the layoff aversion activities your local board provides to businesses. [WIA Section 118(b)(4) and (5)]

Businesses and workers affected by upcoming layoffs receive specialized workshops/orientations in a group setting to assist them in accessing services available through the Business Service Unit, the ERCs and its partners.

To assist employers trying to prevent layoffs, WDD's Business Services Unit has developed an innovative plan to prevent closures and job losses. The LWIB leveraged its numerous resources and contracted with layoff aversion consulting firms to assist the struggling business with the hope of increasing revenues, reduce operating costs and to recognize opportunities for financing to secure the business' workforce. Marketing and Process Improvement workshops are conducted to assist businesses who may need to reduce their workforce due to poor economic conditions.

18. Describe your area's eligible youth population and needs in general. Describe the partnerships and collaborations that provide services to the youth in your local area. What youth activities are available in your local area? Identify successful providers of such activities. [WIA Section 118(b)(6) and CUI Section 14221(g)]

1. The LWIB's Eligible Youth Population and Needs in General

The 2009 U.S. Census data reports that 23.6% or 129,748 to 149,228 LWIA youth live at or below the poverty level. Although the LWIA's teen birth rate has dropped from 58% to 51%, it remains well above the State's average of 38%. The overall LWIA's unemployment rate is at 13.7% with youth unemployment at 25%. In light of the recent economic downturn, the LWIB has identified that more jobs traditionally held by youth are being filled by older adults.

As a result of these and other factors, there are more than 40 local agencies providing youth activities, including juvenile diversion, alternative education, GED instruction, health and mental health services, transitional aged youth services, job readiness, career counseling, job placement, substance abuse, and youth development.

Of the ten (10) WIA Program Elements identified in WIA Section 129(c) (2), all are currently provided by our LWIB. The LWIB's Youth Council reviews organizations that provide each of these ten elements to ensure that quality services are available throughout the region on an on-going basis.

2. LWIB Youth Partnerships and Collaborations

The LWIB's Youth Council follows the intent of WIA and has developed enhanced

relationships, partnerships and collaborations with local agencies and service providers and ensures that necessary services are available to eligible youth throughout the LWIA.

The Youth Council is comprised of representatives from foster care, education, probation, and organized labor. One of the major focuses of the Youth Council is to provide guidance and technical assistance, as well as incorporating innovative projects that offer activities to meet the challenges of the 21st Century Workforce.

The LWIB is dedicated to the long-term partnerships which have been developed with: AmeriCorps, Job Corps, National Guard, Apprenticeship Programs, YouthBuild, Youth Employment Opportunity Program (YEOP), Inland Empire youth agencies, Educational providers, Contracted Youth Service Providers, and Transitional Youth programs. Each of these organizations/agencies provides a plethora of useful information and resources for local youth.

The Youth Council has determined that due to the geographical size of the LWIA, procuring youth services from among the LWIA's many youth agencies is most appropriate in order to provide services to at-risk youth throughout the LWIA. The procurement process is designed to ensure comprehensive services are available for eligible youth through the selection of service providers that respond to identified youth needs and are located in identified geographical regions of the LWIA. All youth providers must describe how coordination with foster care, transitional assistance, probation and other appropriate agencies occurs.

Consideration is given during the procurement process to agencies that assist youth who have special barriers. These targeted groups include; youth transitioning from foster care, youth offenders, pregnant or parenting, or those with disabilities. It is required that all facilities where services are offered meet the requirements of the Americans with Disabilities Act (ADA). Technical assistance and capacity building workshops are provided to staff and service providers to further develop staff capacity in working with the identified targeted populations.

Following direction of the Youth Council, all contracted WIA youth service providers are required to be given a comprehensive "New Provider Training". This training is designed to ensure that all providers receive the most current information regarding selection, eligibility, technical assistance availability and paperwork requirements. During this training, time is allotted for networking opportunities. This practice has been a catalyst for inter-agency collaborations and sharing of best-practices.

3. Youth Activities Provided By the LWIB

The LWIB provides the required youth program design elements focusing on the long-term academic and occupational learning opportunities for youth. This is in accordance with the goal of increasing employment and earnings by developing the work/career potential that will prepare youth to effectively compete in the global economy and the ever changing needs of the 21st Century Workforce. All

youth service providers are required to provide the ten elements - either directly or through linkages with various community and public institutions.

- Tutoring, study skills training, and instruction leading to the completion of secondary school, including dropout prevention strategies,
- Alternative secondary school services,
- Summer employment opportunities directly linked to academic and occupational learning,
- Paid and Unpaid work experience, internship and job shadowing opportunities,
- Occupational Skill training,
- Leadership development opportunities,
- Supportive services,
- Adult mentoring for the period of participation,
- Follow-up services for not less than twelve months after exit, and
- Comprehensive guidance and counseling.

All youth enrolled in WIA activities are also provided with the following:

- Intake and Objective Assessment – Youth service providers are required to provide each youth with a detailed intake and orientation process which includes a comprehensive assessment.
- Preparation for post-secondary educational opportunities – Our Youth Council has built strong relationships with the local community colleges, County Superintendent of Schools, alternative schools and K-12 schools. These relationships enhance the process of developing an integrated system that allows all youth in the LWIA who desire post-secondary education to achieve it. The direct programs overseen by the Youth Council provide activities that strengthen basic academic skills to prepare students to meet the requirements needed for post-secondary training. The LWIB continues to endorse and partner with the activities of the Alliance for Education. This is a coalition of educators, community and business leaders, and post-secondary training providers. This coalition has significantly impacted the scholastic outcomes and learning opportunities for all youth in the LWIA. Paramount to this effort is the improvement of education's responsiveness to business skill requirements and addressing the vocational training opportunities for those youth not interested in pursuing higher education.
- Strong linkages between academic and occupational learning – The LWIB believes that there is a direct correlation between academics and occupational learning. In order to address this, every youth must be academically assessed. Based on that assessment, an individual plan is developed to address remediation in identified areas of deficiency. Youth are provided with remediation in conjunction with occupational skills training. Work experiences and employment opportunities are an integral part of contracted youth services. To assist youth service providers, the

WDD Business Services Unit provides access to employment opportunities.

- Preparation for unsubsidized employment opportunities – Youth training efforts will be directed toward the locally identified demand occupations. The close partnerships with business and education have continued to develop educational training programs designed for the local job market.
- Effective linkages with intermediaries with strong employer connections – Through WDD's Business Services Unit, the ERCs and contracted service providers have strong linkages to the business community. Through the expansion of Work Experience activities and Summer Related activities, strong relationships have developed between youth service providers and businesses willing to employ youth.
- Alternative secondary school services – The County of San Bernardino has over 34 school districts serving over 360,000 young people that deliver a strong alternative school system. The alternative schools in our area are being used as a main point of reentry for those who have difficulty in the mainstream school setting as well as an entry point for those who have dropped out of school.
- Summer Employment Opportunities – As a direct result of the influx of American Recovery and Reinvestment Act funding, the LWIB has developed a stronger and more active Summer Opportunities. Contracted youth providers have adopted providing additional work experiences directly related to career training.
- Paid and unpaid work experience – Both paid and unpaid work experience is offered to youth who may benefit from this activity. These experiences will enhance and supplement the training of those youth who need the opportunity to strengthen their hard and soft skills desired by our local employers. These experiences are designed as strategy to help youth acquire the skills, personal attributes and knowledge needed to get and keep a job. Worksites are developed and selected based on their ability to provide the youth with career exposure and may offer an unsubsidized opportunity after the training is completed.
- Occupational skills training – All enrolled youth are required to receive some occupational skills training. These trainings are determined by the local demand occupations and are determined by the assessments and documented thoroughly in the youth individual service strategy.
- Leadership development opportunities – The Youth Council and LWIB have determined that Leadership development is a priority element for local youth programs. Innovative programs such as "Leadership Academy", collaboration between local chambers of commerce, business leaders and youth providers has provided youth with leadership and community service opportunities within their own neighborhoods.
- Comprehensive guidance and counseling – Through our youth service providers and linkages to agencies such as behavioral health, various opportunities are made available to all youth. This guidance and counseling encompasses promotion of good career choices, expanded job

opportunities while enabling them to effectively manage their personal and family life.

- Supportive services – Youth are provided the supportive services they need in order to be successful in their WIA activities, education and employment. Supportive services are offered for transportation, child care, educational materials, work-required tools/clothing and a wide range of other services when they are warranted.
- Follow up services – These services are offered not only to assist in tracking during the 12 months post exit from program services, but to strengthen their leadership skills through adult mentoring, work-related peer support, and provide other supports to ensure successful career/educational outcomes.

The Youth Council has encouraged innovation and fresh ideas to enhance the youth programs throughout the county. The addition of motivational workshops designed to reinforce the messages and training youth are receiving are being provided by the “Monster – Making it Count” program. These are a series of topical workshops offered and presented to youth enrolled in our WIA program. These workshops avail themselves to giving youth another “voice” and strategy to be successful in their educational endeavors and career path.

In 2009, the Youth Council identified that many youth were becoming discouraged with the post-secondary opportunities. Understanding that all youth are not “college bound” inspired the creation of Career Vignettes to reinforce the message that there are excellent career opportunities that do not require a college degree. Ten videos were developed featuring such career paths as Diesel Mechanic, Medical Assistant, Warehouse Management, and Airframe and PowerPlant Technician. The subject matter was selected based upon the local demand occupations and forecasts for the future local job market. The videos are being used as a Public Service Announcements along with being provided to all county schools for use in their career centers and will be available through the internet on our youth website www.sbcountyjobops.com.

For the 2011-12 youth program, all youth will be invited to participate in the “RoadTrip Nation” curriculum. This project includes a twenty-one lesson program designed to enable youth to explore various career paths which are directly related to their interests and skills. This program allows youth to go out into their community and speak with local leaders. The ultimate goal of these interviews is to give youth insights into how others have found careers that are valuable and fulfilling to them. The premise that if youth find the right career path they will be happy, successful and self-sufficient in their professional and personal lives.

4. Successful Youth Providers

The LWIB is fortunate to have multiple successful providers of youth activities through our contracted providers and partners.

Contracted WIA Youth Providers include Apple Valley Unified School District,

Career Institute, Chino Valley Unified School District, Colton-Redlands-Yucaipa Regional Occupational Program, Hesperia Unified School District, Operation New Hope, and Provisional Accelerated Learning Center. These organizations provide the ten elements required by WIA. Each program design developed by these providers takes into account their local youth population and the diverse needs of those youth.

The LWIB has partnerships with other organizations and agencies that provide a myriad of successful activities for youth. These include; the Alliance for Education, local Community Colleges, County Office of Education, County Superintendent of Schools, AmeriCorps, Job Corps, YouthBuild, and the Youth Employment Opportunity Program. These agencies/organizations provide structured and varied activities throughout the LWIA.

19. Describe and assess your local area's delivery of services to people with disabilities. What partnerships and collaborations exist to provide services to this population? What training services and employment opportunities are available to this population in your local area? [WIA Section 112(b)(17)(A)(iv) and Section 409]

The LWIB truly believes in providing services to customers with disabilities and offers Disability Program Navigators (Navigator) at the LWIB's ERCs. The Navigator serves as an authority on workforce development issues and policies impacting individuals with disabilities who are seeking employment, skill development, job retention assistance, or career advancement through the ERCs. The Navigator and the Workforce Development Specialist (WDS) have developed linkages and collaborates on an ongoing basis with local employers to facilitate job placements for employment support programs. The Navigator also serves as a resource to the workforce investment community within their service area to ensure the availability of comprehensive knowledge on Federal, State, local and private programs that impact the ability of individuals with disabilities to enter and remain in the workforce. The Navigator facilitates universal access to the ERCs for individuals with disabilities.

The Navigator and/or WDS provide employment information at job fairs, disability expositions and various other community events that are focused on raising the awareness of the community on the untapped resource of qualified candidates who have disabilities that are seeking employment.

The Navigator, as necessary, works in tandem with a WDS to provide services to individuals with disabilities, including SSI and DI beneficiaries. When working with youth, the Navigator is available and prepared to work in tandem with a WDS to assist these customers in accessing the individualized support needed to successfully transition to employment.

The Navigator is a member of the Inland Empire Disabilities Collaborative which meets monthly and is comprised of 30 plus regional organizations whose primary mission is to serve/assist people with disabilities.

Other LWIB partners include: Department of Rehabilitation, Social Security, County of San Bernardino Department of Veterans Affairs, National Guard, County of San Bernardino Department of Aging and Adult Services, County of San Bernardino Department of Behavioral Health, Community Action Partnership of San Bernardino, Housing Authority of San Bernardino County, Colton-Redlands-Yucaipa Regional Occupational Program, San Bernardino Superintendent of Schools, Inland Empire Job Corps and local community colleges.

20. If your local area received funds to operate Project New Start to provide parolees support in seeking, securing and maintaining employment as they transition from prison to their home communities, describe and assess your service delivery and partnerships in serving this population group. Describe what changes in your local area may be necessary to improve the level of service. [WIA Section 134(d)(4)(G)(iv)(II, and IV) and Section 188(a)(5)]

Due to overcrowding and a high recidivism rate, California developed the New Start Program to increase rehabilitation through education, treatment, and skills upgrades to increase the likelihood of successful employment in the community. Parolees experience a very high rate of unemployment, which has been identified as one of the most important factors for likelihood to return to the prison system. It is anticipated that 95% of California prisoners will eventually be released, and employment is a critical component to help parolees successfully transition to become self-sufficient citizens in their communities.

The LWIB recognizes the need for a coordinated program that will provide the necessary services to help parolees obtain and retain jobs in order to reintegrate into society successfully, reduce recidivism, and ensure public safety.

With a budget of \$287,111 The LWIB is taking a holistic approach by providing specialized workshops, vocational and educational training, job development, along with personalized life and career plans. The LWIB is also collaborating with Community-based and faith-based organizations in addressing ways to help parolees overcome barriers that restrict their employment success. Job development is focused in the local high demand job sectors identified by the LWIB. WDD Business Services Unit staff also participates by developing on-the-job trainings and working with employers to identify and eliminate barriers.

The LWIB is serving parolees at all three (3) ERCs through referrals from Parole Agents and on a walk-in basis. The parolees are referred to a designated advisor for their initial assessment. Recruitment also comes from contacts at Partners Action Committee Team (PACT) meetings where contacts with Parolees and Parole Agents have been established.

As of March 31, 2011, The County of San Bernardino's New Start Program had assisted 157 of 443 (35%) enrolled parolees in obtaining employment.

WDD has identified specific outcomes with the implementation of Project New Start:

- Resulting in a Job Readiness rate of 88%.
- Reducing Recidivism through training, education and employment.
- Increasing employability of parolees through skills upgrades, education, and training.
- Use of self discovery and recovery plans to help them “buy in” and commit to a change of lifestyle for success.
- Use of labor market information to make informative decisions regarding career pathways in high demand areas.
- Development and implementation of meaningful career pathways through assistance and planning.
- Building employer relationships to broaden hiring opportunities for parolees resulting in employments with career pathways for parolees.
- Reducing crime in the local community by successful integration of parolees into society.

21. Local areas must incorporate priority of service for veterans and eligible spouses in accordance with the provisions of Training and Employment Notice 15-10 (11/10/10). This requires veterans and eligible spouses to receive service priority over recipients of public assistance and low-income individuals. Describe what programs and processes your local area is using to achieve these goals. [WIA Section 112(b)(17)(B), WIA Section 121(b)(1)(B)(1)]

Pursuant to the Jobs for Veterans Act, the LWIB ensures that all eligible veterans and eligible spouses) receive priority of service for all employment and training programs funded by the Department of Labor as applicable within the LWIA. The LWIB ensures compliance through mechanisms and oversight. The required policy for the Jobs for Veterans Act is shared with all customers, staff, applicable partners, stakeholders, in public viewing areas, staff and LWIB meetings. In addition, local labor exchange, intake, and case management systems funded by Department of Labor shall guarantee priority of service as required by have the Jobs for Veterans Act.

The EDD WS in tandem with Veterans Employment and Training Service (VETS) have institutionalized priority of service to veterans and other eligibles for Wagner-Peyser funded labor exchange activities. This is accomplished through review and monitoring of veteran files and processes by veteran staff, EDD, and Department of Labor. Where appropriate, corrective action is taken.

22. What role do Veterans Workforce Specialists and Veteran Employment Service Specialists have in the local One-Stop system? How do you ensure adherence to the legislative requirements for veterans’ staff? [Title 38 United States Code Part III, Chapter 41 and Title 20 CFR Part 1001.120]

The roll of the Local Veterans’ Employment Representative (LVER), and the Disabled Veterans’ Outreach Program Specialist (DVOP) in the local system includes activities such as, case management, assessment, veterans outreach, job

development, job placement, delivery of workshops, referral to supportive services, job fairs, marketing to employers and advocacy groups, and ensuring priority of service.

The State Workforce Investment Board (SWIB), the State Director of Veterans Employment and Training (DVET), and the State Employment Security Agency (SESA) are required to establish provisions to implement, administer and provide oversight under WIA as it relates to veterans services.

23. Describe and assess how you provide Wagner-Peyser Act services to the agricultural community. Specifically, how do you provide outreach, assessment and other services to migrant and seasonal farm workers, and services to employers? How do you provide appropriate services to this population in the One-Stop system? [Title 20 CFR 662.200(b)(1)(vi)]

The WS staff within the local system has procedures in place to identify migrant and seasonal farm workers (MSFW) to ensure they are afforded the full range of services, which are funded by the Wagner-Peyser Act.

Services to the MSFW population in the local system are provided using the following methods; self-service, facilitated self-help services, and staff-assisted service.

The Workforce Investment Board Executive Director shall ensure the entity responsible for administering MSFW programs shall have representation on the Workforce Investment Board.

24. Local areas may decide locally, based on their prior years' experiences that they will need to change their strategies in order to meet their performance goals. Discuss any strategic changes in your local area to meet performance goals. [Title 20 CFR Part 661.355]

The LWIB has consistently met or exceeded the State's and Local Negotiated Levels of Performance for all WIA programs. The LWIB will continue to monitor changes in the economy and will use our Business Services Unit, ERCs, and One-Stop partners to strategically meet all performance goals.

25. Discuss any applicable changes to the local board structure (do not include changes to specific individuals on the board). Please attach a copy of your local bylaws that reflect these changes. [Title 20 CFR Part 661.355 and CUI Section 14202]

The LWIB does not anticipate any changes to the local board structure for the 2011-12 PY.

MEMORANDUM OF UNDERSTANDING

The WIA requires that a Memorandum of Understanding (MOU) between the local board and each of the One-Stop partners concerning the operation of the One-Stop delivery system be executed. A copy of each MOU must be included with the plan modification. [WIA Section 118(b)(2)(B)]

The MOU may be developed as a single umbrella document, or as singular agreements between the partners and the board. The MOUs should present in specific terms, member contributions and the mutual methodologies used in overseeing the operations of the One-Stop career center system.

The MOU must describe: [WIA Section 121(c)(1) and (2) and CUI Section 14230(d)]

- What services will be provided through the One-Stop system.
- How the costs of services and operating costs will be funded, including cost-sharing strategies. Please include any Resource Sharing Agreements.
- What methods will be used for referral of individuals between the One-Stop operator and partners.
- How long the MOU will be in effect.
- What procedures have been developed for amending the MOU.
- Other provisions consistent or as deemed necessary by the local board.
- The local board's policy for identifying individuals who, because of their skills or experience, should be referred immediately to training services.

ASSURANCES

- A. The Local Workforce Investment Board assures that it will comply with the uniform administrative requirements referred to in WIA Section 184(a)(3).
- B. The Local Workforce Investment Board assures that no funds received under the Workforce Investment Act will be used to assist, promote, or deter union organizing. [WIA Section 181(b)(7)]
- C. The Local Workforce Investment Board assures that the board will comply with the nondiscrimination provisions of WIA Section 188.
- D. The Local Workforce Investment Board assures that the board will collect and maintain data necessary to show compliance with the nondiscrimination provisions of WIA Section 188.

- E. The Local Workforce Investment Board assures that there will be compliance with grant procedures of WIA Section 189(c).
- F. The Local Workforce Investment Board assures that funds will be spent in accordance with the Workforce Investment Act, written Department of Labor guidance, and other applicable Federal and State laws and regulations.
- G. The Local Workforce Investment Board assures that veteran workforce investment programs funded under WIA, Section 168 will be carried out in accordance with that Section.
- H. The Local Workforce Investment Board assures it will comply with future State Workforce Investment Board policies and guidelines, legislative mandates, or other special provisions as may be required under Federal law or policy, including the Workforce Investment Act or State legislation.
- I. The Local Workforce Investment Board assures that when allocated adult funds for employment and training activities are limited, priority shall be given to veterans, recipients of public assistance and other low-income individuals for intensive and training services. [WIA Section 134(d)(4)(E), 118(b)(4), and CUI Section 14230(a)(6)]
- J. The Local Workforce Investment Board certifies that its One-Stop Centers will recognize and comply with applicable labor agreements affecting represented employees located in the Centers. This shall include the right to access by State labor organization representatives pursuant to the Ralph Dills Act. [Chapter 10.3 (commencing with Section 3512) of Division 4, of Title 1 of the Government Code, and CUI Section 14233]
- K. The Local Workforce Investment Board assures that State employees who are located at the One-Stop Centers shall remain under the supervision of their employing department for the purposes of performance evaluations and other matters concerning civil service rights and responsibilities. State employees performing services at One-Stop Centers shall retain existing civil service and collective bargaining protections on matters relating to employment, including but not limited to: hiring, promotion, discipline, and grievance procedures.
- L. The Local Workforce Investment Board assures that when work-related issues arise at One-Stop Centers between State employees and operators or supervisors of other partners, the operator or other supervisor shall refer such issues to the State employee's civil service supervisor. The One-Stop Career Center operators and partners shall cooperate in the investigation of the following matters: discrimination under the California Fair Employment and Housing Act [Part 2.8 (commencing with Section 12900) of Division 3, of Title 2 of the Government Code], threats and/or violence concerning State employees, and State employee misconduct.
- M. One-Stop Operator is responsible for administering One-Stop Center services in accord with roles to be determined by the Local Workforce Investment Board. The

Local Workforce Investment Board assures that it will select the One-Stop Operator with the agreement of the CEO, through one of three means:

1. Through a consortium of at least three or more required One-Stop partners; or
2. Through competitive process such as a Request for Proposal; or
3. It may serve as the One-Stop Operator directly but only with the consent of the Chief Elected Official and the Governor.

The only time these selection procedures are not required is in the following circumstances inclusive: the One-Stop delivery system, of which the operator is a part, existed before August 7, 1998; the existing One-Stop system includes all of the required One-Stop partners; and an MOU has been executed which is consistent with the requirements of the Act. [WIA Section 121(d)(2)(A), and Title 20 CFR Part 662.410]

PROGRAM ADMINISTRATION DESIGNEE AND PLAN SIGNATURES

This Local Plan represents the San Bernardino County Workforce Investment Board's efforts to maximize and coordinate resources available under Title I of the Workforce Investment Act (WIA) of 1998.

This Local Plan is submitted for the period of July 1, 2011 through June 30, 2012 in accordance with the provisions of the WIA.

Local Workforce Investment Board Chair

Chief Elected Official

Signature

Signature

Rod Hoover
Name

Josie Gonzales
Name

Chair, San Bernardino County WIB
Title

Chair, Board of Supervisors
Title

Date

Date

☒ **WIA Local Plan Modification PY 2011–12**Local Area **San Bernardino County**☐ **Modification #** _____Date: **6/14/2011****TITLE IB BUDGET PLAN SUMMARY¹ (Adult or Dislocated Worker)**

WIA 118; 20 CFR 661.350(a)(13)

PROGRAM TYPE for PY 2011, beginning 07/01/11 through 06/30/12

☒ Grant Code 201/202/203/204 WIA IB-Adult☐ Grant Code 501/502/503/504 WIA IB-Dislocated Worker

FUNDING IDENTIFICATION	K178685 Subgrant	K282498 Subgrant
1. Year of Appropriation	2010	2011
2. Formula Allocation	2,721,060	4,454,716
3. Allocation Adjustment - Plus or Minus		
4. Transfers - Plus or Minus		
5. TOTAL FUNDS AVAILABLE (Lines 2 thru 4)	2,721,060	4,454,716
TOTAL ALLOCATION COST CATEGORY PLAN		
6. Program Services (sum of Lines 6.A thru 6.E)	2,503,376	4,009,245
A. Core Self Services		
B. Core Registered Services	330,203	264,555
C. Intensive Services	220,135	176,370
D. Training Services	701,350	1,763,698
E. Other	1,251,688	1,804,622
7. Administration (Line 5 minus 6)	217,685	445,472
8. TOTAL (Line 6 plus 7)	2,721,060	4,454,716
QUARTERLY TOTAL EXPENDITURE PLAN (cumulative from July 1, 2010 and July 1, 2011 respectively)		
9. September 2010		
10. December 2010		
11. March 2011		
12. June 2011		
13. September 2011	511,000	320,000
14. December 2011	830,377	450,000
15. March 2012	839,000	726,000
16. June 2012	540,683	789,000
17. September 2012		693,000
18. December 2012		794,000
19. March 2013		560,000
20. June 2013		122,716
COST COMPLIANCE PLAN (maximum 10%)		
21. % for Administration Expenditures (Line 7/Line 5)	8%	9%

Janice Lindsay

909-387-9871

6/14/2011

Contact Person, Title

Telephone Number

Date Prepared

Comments:

¹ Refer to 20 CFR Part 667.160 and WIA Directive WIAD01-10 for guidance and information regarding local area obligation rates, and recapture and reallocation policies and procedures.

☒ **WIA Local Plan Modification PY 2011–12**Local Area **San Bernardino County**☐ **Modification #** _____Date: **6/14/2011****TITLE IB BUDGET PLAN SUMMARY¹** (Adult or Dislocated Worker)

WIA 118; 20 CFR 661.350(a)(13)

PROGRAM TYPE for PY 2011, beginning 07/01/11 through 06/30/12

☐ Grant Code 201/202/203/204 WIA IB-Adult☒ Grant Code 501/502/503/504 WIA IB-Dislocated Worker

FUNDING IDENTIFICATION	K178685 Subgrant	K282498 Subgrant
1. Year of Appropriation	2010	2011
2. Formula Allocation	2,167,997	5,000,777
3. Allocation Adjustment - Plus or Minus		
4. Transfers - Plus or Minus		
5. TOTAL FUNDS AVAILABLE (Lines 2 thru 4)	2,167,997	5,000,777
TOTAL ALLOCATION COST CATEGORY PLAN		
6. Program Services (sum of Lines 6.A thru 6.E)	1,994,557	4,500,699
A. Core Self Services		
B. Core Registered Services	321,244	294,042
C. Intensive Services	214,163	196,028
D. Training Services	641,629	1,960,280
E. Other	817,521	2,050,350
7. Administration (Line 5 minus 6)	173,440	500,078
8. TOTAL (Line 6 plus 7)	2,167,997	5,000,777
QUARTERLY TOTAL EXPENDITURE PLAN (cumulative from July 1, 2010 and July 1, 2011 respectively)		
9. September 2010		
10. December 2010		
11. March 2011		
12. June 2011		
13. September 2011	980,000	320,000
14. December 2011	785,000	572,716
15. March 2012	402,997	726,000
16. June 2012		789,000
17. September 2012		693,000
18. December 2012		794,000
19. March 2013		560,000
20. June 2013		546,061
COST COMPLIANCE PLAN (maximum 10%)		
21. % for Administration Expenditures (Line 7/Line 5)	8%	9%

Janice Lindsay

909-387-9871

6/14/2011

Contact Person, Title

Telephone Number

Date Prepared

Comments:

¹ Refer to 20 CFR Part 667.160 and WIA Directive WIAD01-10 for guidance and information regarding local area obligation rates, and recapture and reallocation policies and procedures.

<input checked="" type="checkbox"/> WIA Local Plan Modification PY 2011–12 <input type="checkbox"/> Modification # _____	Local Area: <u>County of San Bernardino</u> Date: <u>6/14/2011</u>
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TITLE IB BUDGET PLAN SUMMARY¹ (Youth)

WIA 118; 20 CFR 661.350(a)(13)

PROGRAM TYPE for PY 2011, beginning 04/01/11 through 06/30/12

☒ Grant Code 301/302/303/304 WIA IB-Youth

FUNDING IDENTIFICATION	K178685 Subgrant	K282498 Subgrant
1. Year of Appropriation	2010	2011
2. Formula Allocation	2,980,741.00	4,997,794
3. Allocation Adjustment - Plus or Minus	0	0
4. TOTAL FUNDS AVAILABLE (Line 2 plus 3)	2,980,741	4,997,794
TOTAL ALLOCATION COST CATEGORY PLAN		
5. Program Services (sum of Lines 5A and 5B)	2,801,897	4,697,926
A. In School	1,961,328	3,288,548
B. Out-of-School (30%)	840,569	1,409,378
6. Administration (Line 4 minus 5)	178,844	299,868
7. TOTAL (Line 5 plus 6)	2,980,741	4,997,794
QUARTERLY TOTAL EXPENDITURE PLAN (cumulative from April 1, 2010 and April 1, 2011 respectively)		
8. June 2010	-	
9. September 2010	-	
10. December 2010	-	
11. March 2011	-	
12. June 2011	1,703,517.00	
13. September 2011	563,234.00	21,588
14. December 2011	450,000.00	420,000
15. March 2012	263,990.00	650,000
16. June 2012		875,000
17. September 2012		675,000
18. December 2012		742,206
19. March 2013		850,000
20. June 2013		764,000
COST COMPLIANCE PLAN		
21. % for Administration Expenditures (Line 6/Line 4)	6%	6%

Janice Lindsay	909-387-9871	6/14/2011
Contact Person, Title	Telephone Number	Date Prepared

Comments:

¹ Refer to 20 CFR Part 667.160 and WIA Directive WIAD01-10 for guidance and information regarding local area obligation rates, and recapture and reallocation policies and procedures.



WIA Local Plan Modification PY 2011–12

Local Area: San Bernardino County

Modification # _____

Date: 07/01/11**TITLE IB PARTICIPANT PLAN SUMMARY**

WIA 118; 20 CFR 661.350(a)(13); TEGL 17-05

Plan the number of individuals that are in each category.

Totals for PY 2010 (07/01/11 through 06/30/12)	ADULT	DW	YOUTH
1. Registered Participants Carried in from PY 2010	3,838	2,533	125
2. New Registered Participants for PY 2011	5,000	3,000	665
3. Total Registered Participants for PY 2011 (Line 1 plus 2)	8,838	5,533	790
4. Exiters for PY 2011	5,300	3,590	700
5. Registered Participants Carried Out to PY 2012 (Line 3 minus 4)	3,538	1,943	90

PROGRAM SERVICES

6. Core Self Services			
7. Core Registered Services	7,500	5,312	
8. Intensive Services	3,535	2,213	
9. Training Services	1,325	553	

YOUTH MEASURES

10. Attainment of a Literacy and/or Numeracy Gain			280
11. Attainment of a High School Diploma, GED, or Certificate			420

EXIT STATUS

12. Entered Employment	2,120	1,616	455
12A. Training-related	1,908	1,373	410
13. Remained with Layoff Employer			
14. Entered Military Service			5
15. Entered Advanced Training			150
16. Entered Postsecondary Education			100
17. Entered Apprenticeship Program			25
18. Returned to Secondary School			5
19. Exited for Other Reasons			5

Sandy Harmsen, Director

(909) 387-9862

June 15, 2011

Contact Person, Title

Telephone Number

Date Prepared

Comments:

<input checked="" type="checkbox"/>	WIA Local Plan Modification PY 2011–12	Local Area: <u>San Bernardino County</u>
<input type="checkbox"/>	Modification # _____	Date: <u>07/01/2011</u>

WORKFORCE INVESTMENT ACT TITLE IB

STATE NEGOTIATED LEVELS OF PERFORMANCE¹

WIA Requirement at Section 136(b) ²	PY 2009-10	PY 2010–11	PY 2011–12
Adults			
Entered Employment Rate	56%	56%	
Employment Retention Rate	81%	81%	
Average Earnings	\$13,000	\$13,000	
Dislocated Workers			
Entered Employment Rate	68%	70%	
Employment Retention Rate	83%	83%	
Average Earnings	\$15,900	\$15,900	
Youth (ages 14-21)			
Placement in Employment or Education	69%	65%	
Attainment of a Degree or Certificate	65%	61%	
Literacy and Numeracy Gains	40%	40%	

LOCAL NEGOTIATED LEVELS OF PERFORMANCE¹

WIA Requirement at Section 136(c) ²	PY 2009-10	PY 2010–11	PY 2011–12
Adults			
Entered Employment Rate	41.0%	41.0%	40.0%
Employment Retention Rate	76.5%	76.5%	75.0%
Average Earnings	\$11,500	\$11,500	\$11,500
Dislocated Workers			
Entered Employment Rate	48.5%	48.5%	45.0%
Employment Retention Rate	83.0%	83.0%	78%
Average Earnings	\$14,000	\$14,000	\$14,000
Youth (ages 14-21)			
Placement in Employment or Education	69%	65%	65.0%
Attainment of a Degree or Certificate	65%	61%	60.0%
Literacy and Numeracy Gains	40%	40%	40.0%

¹ Guidance on state and local performance can be found on the U.S. Department of Labor (DOL) [Employment and Training Administration](#) Web site. Specific Training and Employment Guidance Letters (TEGL) include, but are not limited to 8-99, 11-01, and 17-05. For additional guidance, see Workforce Services Directives WSD08-6 and WSD10-11.

² The DOL Employment and Training Administration approved California's waiver request to move from the statutory performance measures specified in WIA Section 136 to the common performance measures defined in TEGL 17-05. This waiver was initially approved for Program Year (PY) 2007-08 and was extended for PYs 2008-09, 2009-10, and 2010-11.

STATE of CALIFORNIA
LOCAL AREA GRANT RECIPIENT LISTING
[WIA Sections 117(d)(3)(B)(i) and 118(b)(8)]

San Bernardino County

(Name of Local Workforce Investment Area)

ENTITY	ORGANIZATION	CONTACT (NAME/TITLE)	MAILING ADDRESS (STREET, CITY, ZIP)	TELEPHONE, FAX, E-MAIL
Grant Recipient (or Subrecipient if applicable)	San Bernardino County Department of Workforce Development	Sandra Harmsen, Director	215 N. D Street, #301, San Bernardino, CA 92415	T: (909) 387-9862 F: (909) 387-9850 sharmsen@wdd.sbcounty.gov
Fiscal Agent	San Bernardino County Department of Workforce Development	Janice Lindsay, Deputy Director of Administrative Services	215 N. D Street, #301, San Bernardino, CA 92415	T: (909) 387-9871 F: (909) 387-9850 jlindsay@wdd.sbcounty.gov
Local Area Administrator	San Bernardino County Department of Workforce Development	Sandra Harmsen, Director	215 N. D Street, #301, San Bernardino, CA 92415	T: (909) 387-9862 F: (909) 387-9850 sharmsen@wdd.sbcounty.gov
Local Area Administrator Alternate				

Signature: _____

Chief Elected Official
Date

If a Local Grant Subrecipient has been designated, please submit a copy of the agreement between the Chief Elected Official and the Subrecipient. The agreement should delineate roles and responsibilities of each, including signature authority.